

*How is the PATB used?
Are we "cloning" Employees?*

In general, we seek people who possess many of the following qualities:

WORK ORIENTATION:

- a. Leadership: ability to motivate another person;
- b. Team Player: ability to work on an equal basis with others;
- c. Task Commitment: ability to persevere and overcome obstacles;
- d. Internal Work Standards: minimal need for external recognition;
- e. Achievement Motivation: desire to meet new challenges;

INTERPERSONAL ORIENTATION:

- f. Social Acuity: effectively interacts with many types of people;
- g. Social Persuasion: ability to influence others without coercion;
- h. Communication Skills: ability to convey information effectively;

SELF ORIENTATION:

- i. Self-Confidence: maintaining a belief in one's abilities despite criticism from others;
- j. Personal Integrity: possessing a personal code of ethics;
- k. Emotional Stability: responds realistically to stress;
- l. Personal Maturity: controls impulses; delays gratification, etc.;

COGNITIVE ORIENTATION:

- m. Problem-Solving Ability: formulates an effective plan in response to an ambiguous situation;
- n. Intellectual Ability: ability to learn novel concepts with minimal repetition or effort.

There are many ways that any person can "satisfy" each of these dimensions. For example, people can lead by example or lead by power. People can be intelligent because of a strong academic background or be intelligent from life experience/street smarts. People can communicate well orally and/or in writing. We consider all ways that people can possess these dimensions when screening Agency applicants.

The other aspect of screening is the "suitability" screening that looks simply at the question of "Is this person sufficiently stable emotionally and psychologically to work at the Agency?" This screening looks for any signs of psychopathology (i.e., history of substance abuse; history of anti-social behavior).

We clearly look for people who have strengths and who are generally above average compared to the general population (i.e., "search for excellence" and "best and the brightest"). We also look to screen out people with particular weaknesses that would place them, their colleagues, and/or the Agency at risk should they be employed here. But there is wide variation among the people we hire.